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Chief, Economic Research Area, ORR

17 April 1956

Chief, Industrial Division, ORR

Comments on "The Career Program of the Office of Research and Reports" Draft Dated 12 March 1956.

1. In brief, the above memorandum is wordy, in part untrue, and frequently in poor taste. Most important of all, it fails to consider the question which is foremost in the analyst mind, i.e., "What does career service mean to me?"

2. Such phrases as "the ultimate goal of full utilization of his capabilities", "both the simple and complex motivations that relate to his work (some of which may be subconscious)", "latent potentiality", and "Initiative and perseverance in a realistic relationship to actual capacity and the best estimate of his potential are the individual's responsibility" are confusing.

3. The role of the supervisor is defined unrealistically; for example, "His daily role must be that of a judicious counselor" or "an individual's progress becomes a matter of daily mutual concern for himself and his supervisor".

4. The value to be obtained from training is unrealistically assessed. For example, "A career program for individual development in ORR seeks to achieve the growth and maximum utilization of each individual's capabilities, while recognizing individual differences in ability, interest, and motivation in relation to the program needs of this Office and of the Agency" or "the primary concern of the career program is the improvement of the individual's 'capability and capacity status' in order to make all of his resources, developed and latent, available for Agency utilization".

5. The draft document is filled with such meaningless statements as the above. Something more needs to be said about the career service but I think the point of view of such a document should be one which will help the individual to understand what the career service means to him. The service is something more than a machine for developing the individual's "latent" capacity for the use of the Agency. There has to be some sort of a quid pro quo.

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